



**United States Department of State
Bureau of International Narcotics and Law Enforcement Affairs (INL)
Notice of Funding Opportunity (NOFO) – SAMS Overseas**

Announcement Type: Request for Federal Assistance Awards Applications

Public Opportunity Title: **Leadership and Management for Liberian Law Enforcement**

NOFO Opportunity Number: **INL20CA0056AMELiberiaLawE-Leadership082520**

Catalog of Federal Domestic Assistance (CFDA) Number: 19.703 – Criminal Justice Systems

Funding Amount: Not to exceed the total amount of \$2,500,000 U.S. Dollars

NOFO Issuance Date: August 25, 2020

Deadline for Receipt of Questions: September 25, 2020
5:00 PM Eastern Standard Time

Closing Date and Time for Submission of Applications: October 26, 2020
11:59 PM Eastern Standard Time via www.grants.gov

Program Type: INL/AME program initiative

Grant Program: INL Liberia Program (Improving Criminal Justice Institutions in Liberia).

Assistance Type: Cooperative Agreement

Eligibility Category: Eligible organizations may include: (*U.S. based* non-profit/non-governmental organizations (NGOs) or educational institutions having a 501(c)(3) status with the IRS or *overseas-based* non-profit/non-governmental organizations (NGOs) or private/state educational institutions. See complete eligibility criteria below.

Applicant Type: Organizations only

Award Ceiling: \$2,500,000

Award Floor: \$2,000,000

Cost Sharing Requirement: Not required but recommended

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EXECUTIVE SUMMARY

The mission of the State Department’s Bureau of International Narcotics and Law Enforcement Affairs (INL) is to minimize the impact of international crime and illegal drugs on the United States, its citizens, and partner nations by providing effective foreign assistance and fostering global cooperation. This mission, which centers on helping our partner nations establish a capable and accountable criminal justice sector, was expanded during the past decade to include stabilizing post-conflict societies through criminal justice sector development and reform. This mission supports peace and security by stabilizing and strengthening security institutions and by combating narco-trafficking and other transnational crimes such as money laundering and criminal gangs. It promotes just and democratic governments by strengthening justice sector institutions, good governance and respect for human rights.

INL combines forces with other U.S. Government (USG) and international agencies and takes a regional approach to widespread problems. INL also encourages more developed governments to take responsibility as equal partners in global efforts to combat transnational crime, including drug trafficking. The Bureau’s priority programs support three inter-related objectives:

- **BUILDING CRIMINAL JUSTICE SYSTEMS:** Institutionalize rule of law by developing and expanding criminal justice systems to strengthen partner country law enforcement and judicial effectiveness, foster cooperation in legal affairs, and advance respect for human rights;
- **COUNTER-NARCOTICS:** Disrupt the overseas production and trafficking of illicit drugs through targeted counter-narcotics and institution-building assistance and coordination with foreign nations and international organizations, and;
- **TRANSNATIONAL CRIME:** Minimize the impact of transnational crime and criminal networks on the United States and its allies through enhanced international cooperation and foreign assistance.

NOTICE OF FUNDING OPPORTUNITY

The United States Department of State, Bureau of International Narcotics and Law Enforcement Affairs INL is seeking applications from qualified U.S. and non-U.S. based non-governmental (NGOs)/non-profit organizations or Educational Institutions for a Grant/Cooperative Agreement to implement a program entitled “**Leadership and Management for Liberian Law Enforcement.**” The authority for this Notice of Funding Opportunity (NOFO) is found in the Foreign Assistance Act of 1961, as amended.

Pursuant to 2 CFR 200.400g, it is U.S. Department of State policy not to award profit under

assistance instruments. All direct and indirect reasonable, allocable, and allowable expenses, however, that are related to the agreement program and are in accordance with applicable cost standards (2 CFR 200 for U.S. and overseas-based non-profit organizations, and education institutions) may be paid under the cooperative agreement. NOTE: overseas-based nonprofit organizations are legally required to comply with 2 CFR 200.

Subject to the availability of funds and pending Department of State management approvals, INL intends to issue an award in an amount not to exceed \$2,500,000 in total funding. The U.S. Dollar amount will be funded from INL allocated funds, for an initial project period of 2 years. INL may award up to 3 additional years contingent on INL priorities, good performance of the recipient, Department of State management approvals, and funding availability. ***INL reserves the right to fund any number of applications or none of the applications submitted and will determine the resulting level of funding for each award(s).***

Eligible organizations interested in submitting an application are encouraged to read this NOFO thoroughly to understand the type of project sought and the application submission requirements and evaluation process.

To be eligible for an award, the applicant must submit all required information and documents in its application through www.grants.gov, including the requirements found in any attachments to this funding opportunity.

This NOFO consists of the following Sections:

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This funding opportunity is posted on www.grants.gov and may be amended. See Section IV for further details. Potential applicants should regularly check the website to ensure they have the latest information pertaining to this NOFO. Applicants will need to have available or download the most updated version of the Adobe program to their computers to view and save the Adobe forms properly. If you have difficulty registering on www.grants.gov or accessing the NOFO, please contact the www.grants.gov helpdesk at: 1-800-518-4726, International callers: 1-606-545-5035, or via email at support@grants.gov for technical assistance. The Contact Center is available 24 hours a day, seven days a week (except federal holidays).

See <https://www.opm.gov/policy-data-oversight/snow-dismissal-procedures/federal-holidays/> for a list of federal holidays.

You may also obtain online assistance at:

<https://www.grants.gov/web/grants/applicants/applicant-faqs.html> or https://www.grants.gov/help/html/help/GetStarted/Get_Started.htm.

Any questions concerning this NOFO should be submitted in writing to Gayotte Bonbon at bonbongs@state.gov and Esther Wu at wuye@state.gov. The deadline for submission of questions for this NOFO is **September 25, 2020 5:00 PM EST**. Responses to questions will be made available to all potential applicants as an attachment to this NOFO and posted on www.grants.gov.

INL encourages applicants to submit their applications during normal business hours (Monday – Friday, 9:00AM- 5:00PM Eastern Standard Time). If an applicant experiences technical difficulties and has contacted the appropriate help desk, but is not receiving timely assistance, (e.g. if you have not received a response within 48 hours of contacting the help desk), you may contact the INL point of contact listed in the NOFO. The point of contact may assist in contacting the appropriate help desk, but an applicant should also document their efforts in contacting the help desk. Applicants may also contact the INL point of contact listed in the NOFO if experiencing technical issues with grants.gov that may result in a late submission.

Applicants experiencing technical difficulties should follow these three steps:

- 1) Contact the help desk for Grants.gov immediately.
- 2) Document (including screenshots) technical issues AND efforts to contact the help desk. Provide ticket number(s) and/or reference number(s) provided by the helpdesk in order to assist with the technical issue(s).
- 3) If there are continued difficulties submitting documents, email all of the required documents to the INL point of contact listed in the NOFO before the deadline.

Note: The INL Grants Officer will determine technical eligibility of all applications and allowability of acceptable proposal submissions if applicants experience technical difficulties without a resolution.

It is the responsibility of the recipient of this NOFO document to ensure that it has been received from www.grants.gov in its entirety. INL bears no responsibility for data errors resulting from transmission or conversion processes associated with electronic or late submissions.

Issuance of this NOFO does not constitute an award commitment on the part of the U.S. government, nor does it commit the U.S. government to pay for costs incurred in the preparation and submission of an application. In addition, final award of any resultant grant agreement cannot be made until funds have been fully appropriated, allocated, and committed through internal INL procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

SECTION I – PROGRAM DESCRIPTION

BACKGROUND

The United States seeks a secure and stable Liberia where security, stability, rule of law, and development are firmly established, and Liberia does not become a source of instability for its neighbors. Liberia emerged from a 14-year civil war in 2003, and the UN Mission in Liberia (UNMIL) helped to provide stability as it supported Liberian efforts to provide security and maintain peace throughout the country. Since 2005, the United States has contributed significant resources to support Liberia’s recovery and development, part of which has been provided through INL’s programs to support UNMIL’s efforts, build the capacity of Liberia’s civilian security agencies, including the National Police (LNP), the Liberia Drug Enforcement Agency (LDEA), and the Liberia Immigration Service (LIS), and of the judicial and corrections sectors of the criminal justice sector. Since UNMIL’s departure in 2018, INL continues to work with the Government of Liberia (GOL) to strengthen skills, competencies, and abilities of the Liberian Ministry of Justice (MOJ), Liberian civilian security forces, the judicial sector, the corrections system, and other civilian security and justice-sector entities. INL assistance focuses on capacity building for law enforcement entities to deter crime, including transnational organized crime, and maintain citizen security and public order.

Liberia’s environment is challenging. Monrovia’s infrastructure is serviceable; meanwhile, the infrastructure outside Monrovia, in the counties is minimal. For the majority of Liberian citizens, law enforcement does not meet basic community needs and equitable access to justice historically has been difficult. Moreover, the lack of developed key professional skills (e.g., leadership and management), professional skills development opportunities, basic office equipment, and funding remain serious challenges for Liberia’s criminal justice institutions.

INL is the leading bilateral foreign assistance provider to the law enforcement sector in Liberia and has committed more than \$139 million to help build the capacity Liberia’s law enforcement and justice institutions over the past 15 years. INL projects have trained law enforcement and justice sector personnel, provided mentoring and technical expertise, and provided equipment. INL is currently funding a substantial project to build and expand a radio communications network for Liberia’s law enforcement forces which will improve communications between agencies and increase law enforcement’s abilities to respond to national crises and events. INL is also funding a project that seeks to improve the capacity of Liberia’s prosecutors, investigators, and police to respond to SGBV and human trafficking incidents; and increase the availability SGBV resources for victims and their communities.

Liberian senior law enforcement executives recognize that they lack essential executive level skills in force operations, management, and administration, and have requested that INL provide training in these areas. Liberian law enforcement institutions are basically “flat,” despite having a hierarchy of positions, with routine, basic matters often rising to the top for the most senior official to decide. As such, the organizational structure and hierarchy for command does not operate efficiently, in large part due to the lack of skills among law enforcement executive officers. Moreover, Liberian senior law enforcement executives also recognize that few Liberian mid-level unit commanders and supervisors possess basic management and supervisions skills, much less skills on unit operations, resulting in many law enforcement units struggling with organization and coordination. Other shortcomings include a large majority of Liberia’s rank-and-file officers not having received any law enforcement training for more than a dozen years, most new law enforcement officers having limited basic

skills training, and an in-service training program is lacking. Liberia has a training academy, and instructors who are trained as trainers, but have little leadership and management training. Law enforcement officers struggle with drafting reports, and currently Liberian citizens cannot be certain that their complaints are documented and processed for investigation. Finally, many police stations, especially those in provincial cities, lack basic equipment (chairs, paper, pens, uniforms) and utilities (electricity, water), with transportation often by foot, or a motorbike taxi (fare paid by the citizen who called the police).

PROJECT PURPOSE/DESCRIPTION

Project Goal and Objectives: The goal of the Leadership and Management for Liberian Law Enforcement project is that law enforcement officers have improved capacity to deter crime, including transnational organized crime, and maintain citizen security and public order. As a part of the training and mentoring in this project, this goal will be supported by the following objectives:

- **Objective 1:** Improved management and operational control of Liberian law enforcement entities;
- **Objective 2:** Security and laws enforced effectively and through standardized procedures by Liberian law enforcement entities in Monrovia and select counties as proposed by the grantee based on existing levels of capacity, infrastructure, access, strategic location, and other considerations; and
- **Objective 3:** Citizen complaints and criminal cases are investigated and processed more effectively through standardized procedures by Liberian detectives/investigators.

This project will provide training and mentoring at all levels: executive, mid-level management, and rank-and-file in Monrovia and select counties in support of the goals and objectives. Specific activities include the following:

Training of executive law enforcement personnel to improve their skills and capacity in multiple executive level skills, including force management, budgetary/financial management, force logistics, personnel administration, coordination, command and operations, and establishment of standardized operating procedures; Training of mid-Level commanders and first line supervisors to improve their skills and capacity in levels for unit operation, personnel management, accountability, disciplinary measures and recognition, development and implementation of standardized operating procedures to process criminal cases, and other level-appropriate skills.

Developing and implementing a law enforcement continuous training program.

Incorporating project training modules into the Liberian police training academy training curriculum.

Overview: This project seeks to develop and implement an integrated training and mentoring program for Liberian law enforcement that includes aiding Liberian law enforcement entities to self-train. The project calls for a team of highly experienced law enforcement officers with experience training to be deployed to Liberia to train and mentor the identified cohorts of Liberian law enforcement. The law enforcement entities include the Liberia National Police (LNP), Liberia Drug Enforcement Agency (LDEA), Liberia Immigration Service (LIS), the

Liberia National Fire Service(LNFS), and other civilian security entities. Training facilities are available among the multiple entities.

Over the period of two years, the implementer shall conduct training efforts for three initiatives, and over time gradually include Liberian trainers in the conduct of training efforts. The initiatives include: Executive/Administrative, Mid-level management/First line supervision, and a continuous training program at the unit level. At the Executive level, the implementer shall conduct a two-part training initiative, with each part lasting one week (e.g., Executive Leadership and Administration 101 and 102). Second, a similar effort shall occur at the Mid-level management/First-line supervision level, with a two part Supervision and Management 101 and 102. For both initiatives, the implementer shall work with Liberian trainers to develop training focused on critical thinking and analysis. The implementer shall provide extensive sexual harassment training for all participating agencies, and work with agencies to develop sexual harassment curriculum. After the training, the team members will mentor the trainees in the various agencies and assist them in applying the skills they learned in training.

For the third initiative, the implementer will collaborate with Liberian law enforcement institutions to develop and implement a continuous training program at the unit level to refresh those trained on key concepts and foster increased adherence to SOPs and human rights. The project will also work to incorporate training and professional development effort within the National Police Training Academy.

Upon request, and as the team is able, training may be provided to other specialized and operational units, provided that the project is cleared through the GOR, INL/AME, and INL Liberia, and additional funds are provided for the extra effort.

Existing Capabilities: Multiple assessments of Liberia's law enforcement have been conducted, and it is recognized that a majority of Liberia's civilian security forces generally have a certain competency with basic skills, although the exact level is unclear. Many officers received basic skills training from the UN peacekeeping mission more than 12 years ago, and the UN and other international partners since then, but attrition and the addition of new officers likely has eroded prior skills levels. The LNP has a relatively capable cohort of trainers at the LNPTA who can conduct some training at the basic skills level, and sometimes have trained other Liberian law enforcement officers. Outside a couple of specialized units, many officers are relatively inexperienced with basic law enforcement equipment (batons, handcuffs), and have little experience handling weapons. (NOTE – LNP was designed by the UN to be an unarmed police service. The exceptions being members of the Formed Police Unit and Command Staff). LNP armed units and senior staff need weapons handling, use of force, and other weapons-related trainings. Police officers in the counties likely receive less training those in Monrovia; however, the LNP has its officers disproportionately assigned in Monrovia, leaving the counties severely underserved.

Achievable, Big Impact: Liberia, a country the size of Ohio and a population of about five (5) million people, has approximately 4,900 law enforcement officers in its small law enforcement sector, with roughly 75 percent of law enforcement officers located in Monrovia. Other law enforcement entities include the LDEA with approximately 480 personnel, the LIS with 1500 in its ranks, and the Fire Service has roughly 600 officers. The LNP, led by an Inspector General, has a senior executive level of about 115 officers, and a middle management / first line supervisor level of roughly 1120 officers. The size of Liberia's law enforcement forces allows for an implementer to train a substantial numbers within specific cohorts, e.g. the

Executive and Middle Management levels. Also, it is not uncommon for Liberian security officials to serve in several law enforcement agencies during their careers.

Training Portion of Project: Developed in collaboration with law enforcement officers, and based on similar projects previously implemented in another country, the training phase is envisioned to provide a comprehensive effort to build the skill set of Liberia law enforcement officers, notably at the Executive and Mid-Level Management levels. Topics of instruction for the week-long session is generally open for discussion, and Liberian law enforcement trainers may be used when/where appropriate. Some requested elements include the following: The Executive and mid-level series should include table top exercises in how to address crisis situations and coordinating with other agencies; the Middle Management series could address discretionary authority and accountability; and the Rank-and-File level should include, but not limited to proper use of equipment (handcuffs, baton), crime scene management, interviewing witnesses/suspects, officer safety and survival, use of force, crowd control, police incident report drafting/documentation with sufficient details for prosecution. All levels shall include sexual-harassment training. The training shall gradually include Liberian trainers, with the objective being that Liberian trainers should be able to provide training to Liberian colleagues at the end of the project.

The training curriculum shall adopt a format similar to that used at accredited U.S. state-level law enforcement academies, that is, 75-80 percent practicum, with 20-25 percent classroom, although a more Liberian format may be more appropriate. Training will begin with the Executive and Mid-level Management levels, and expand to the rank-and-file level after six months. Given the three levels, other training topics are needed, including first-line supervision and management; administrative and executive management (e.g., force planning, administrative and operational controls and procedures, budgeting, public relations); community-oriented policing; intelligence analysis; traffic management; criminal records/data base management; and basic criminal investigations. For the training, the instructors shall review existing curriculum, and then develop curriculum for the three trainings, and in a manner that allows the trainers from each law enforcement agency to adopt the courses. While development of curriculum may be needed, given the sizeable amount of existing curricula at the LNPTA and other law enforcement agencies, and generally available online, curriculum development should be adjusting existing materials rather than development from scratch. All curriculum development should be conducted in collaboration with LNPTA or other Liberian law enforcement agency staff and instructors

All training shall occur at the LNPTA, agency headquarters, or training labs. To maximize the training experience, project personnel shall conduct all instruction for all sessions at the Executive and Mid-management levels. For the continuing education initiative, the implementer shall work with Liberian trainers and assist with conducting unit-level sessions initially, then transition to a mentoring phase with Liberian trainers leading the training. Ultimately, Liberia law enforcement trainers will take over the continuing education program.

Mentoring Phase: Team members shall begin mentoring the trainees immediately after the first session of the training is completed. The mentoring phase of the project has three key objectives: 1) reinforce skills already acquired, 2) initiate a “continuous training” program, and 3) measure and evaluate training outcomes. Mentoring is an opportunity to encourage adoption of imparted skills, best practices, and standard procedures. It is also an opportunity to evaluate the trainings’ effectiveness and outcomes, recognize shortcomings, make adjustments, and identify what works well and how to magnify it if possible. It is expected

that team members shall document extensively the training and mentoring outcomes. The team may be requested to develop and/or revise various manuals, reference works, or handouts to aid Liberian law enforcement, if such manual does not exist or has not been distributed. All development and revision work should be conducted in collaboration with Liberian colleagues.

Technical Expertise: Given the limited organizational, management, and administrative capabilities of Liberian law enforcement, team members may be asked to provide technical expertise and mentoring as requested for all levels of Liberia's civilian law enforcement forces. This likely will be on a wide-range of operational, administrative, procedural, and technical law enforcement matters, including but not exclusive to law enforcement operations, civilian/police relations, organizational management, budgeting and finance, logistical support/inventory control, standardized procedures, internal affairs and unit discipline, and human resources. However, the primary focus of the project is the training and mentoring. While advisors may mentor, they shall not lead, direct, or participate in operations.

PERIOD OF PERFORMANCE

The period of performance for this order will be two (2) years from the date of award, with the possibility to extend the project for three (3) additional years, subject to the quality of performance of activities and availability of funding.

LOCATION OF PROJECT IMPLEMENTATION

The training for this project will occur at the LNPTA, agency headquarters, and training labs, all located in Monrovia. Mentoring shall occur largely at police stations/offices in Monrovia, and as the project progresses, other Liberian cities and counties as possible and in coordination with the LNP Inspector General and INL's Senior Police Advisor. As the project progresses, it may be logistically and economically wiser to conduct a training in one of the major cities outside Monrovia. INL is amenable to this, but this should be approved by the GOR, INL/AME, and INL Liberia prior to moving forward. Travel to provincial cities and counties will be coordinated with the Embassy's INL Section. For items related to travel to Liberia's provincial cities, see "Project Considerations," Section 4 "Travel."

PROJECT OBJECTIVES, OUTCOMES, AND ACTIVITIES

Objectives 1: Improved management and operational control of Liberian law enforcement entities.

Outcome 1: Through training, Liberian law enforcement officers at all levels (Executive, Mid-level/First Line, and Rank-and-File) demonstrate increased proficiency in skills and procedures.

Background: The exercise of law enforcement within Liberia's communities face four obstacles: 1) the large majority of rank-and file Liberian law enforcement either have had only minimal basic skills law enforcement training, and knowledge and implementation of standardized procedures is rather haphazard. 2) The lack of training, the lack of a continuing

education program at the unit level, and failure to observe standard procedures is worse in Liberia's communities and counties outside Monrovia. Moreover, the lack of basic resources (paper, pens, equipment, etc.) magnifies the difficulties in areas outside the capital city, and even in some parts of Monrovia. 3) The executive and middle management levels of Liberian law enforcement entities struggle to coordinate core institutional functions like human resources, logistical support/procurement, management, and finance/budgeting; 4) Liberian law enforcement institutions tend toward being "flat," despite having a hierarchy of positions, with routine, basic matters often rising to the top for the most senior official to decide. Admittedly, certain structures are ostensibly in place, such as an organizational structure, hierarchy of command, and a training academy, but the implementation and effective operation and delegation at lower levels and to the counties is lacking. Citizens cannot be certain that criminal complaints are adequately investigated and processed. The training team may also be asked to provide certain specialized training, after consultation with the INL Director, INL Senior Police Advisor, and the INL Program Officer.

Achieving Objective 1 -- Training Phase of Project

Activity 1-1: Assess the current skill levels for Liberian law enforcement at the executive commanders mid-level supervisors, and first-line supervisors, current operational strengths and weaknesses, existing standardized operating procedures and protocols and degree of implementation, as well as existing resources and curriculum at the LNPTA and other law enforcement agencies, and develop a baseline. Assessment may include a status of curriculum and training at the academy, ongoing training activities, the ranks, units, and individuals trained their geographic location, frequency, and a baseline skills proficiency test at the beginning of training. The assessment may also include how well resources and finances are properly managed and accounted for, the level of delegation in the hierarchy and in the counties, and the degree to which police officers are held accountable for disciplinary actions or wrongdoing.

Activity 1-2: Devise, in consultation with relevant Liberian, international, and INL authorities, a curriculum and action plan based on the assessment in Activity 1. The curriculum and action plan should consider and differentiate between the three levels identified (executive leadership, first-line supervision, and units). Moreover, the training should adopt a format similar to that used at accredited U.S. state-level law enforcement academies, that is, 75-80 percent practicum, with 20-25 percent classroom, although a more Liberian format may be more appropriate.

Activity 1-3: Implement the action plan at the LNPTA, two training labs, or agency headquarters for both levels.

Activity 1-4: Collaborate and assist the LNPTA and other agencies in developing strategies and specific means to adopt more practicum-oriented training.

Activity 1-5: Implement the action plan in key Liberian cities and counties as needed.

Activity 1-6: During the conduct of training, identify and address any oversights, problems, and unanticipated factors in consultation with the INL Director, INL Senior Police Advisor, INL Program Officer(s), and the GOR.

Activity 1-7: As requested, provide specialized training in such areas as criminal and transnational organized crime investigations, crowd control, human resources, police report writing, or other specialties.

Activity 1-8: Mentor existing Liberian law enforcement trainers, enabling them to assist and eventually train parts of the training curriculum/regimen.

Activity 1-9: Drawing upon the assessment in Activity 1, the implementer shall look ahead and consider the development of standard operating procedures (SOPs), manuals for officers, and other needed reference materials for Liberian law enforcement officials.

Objective 2: Security and laws enforced effectively and through standardized procedures by Liberian law enforcement entities in Monrovia and select counties.

Outcome 2: Law enforcement continuous training program developed and implemented.

Mentoring and Continuing Education Phase

Activity 2-1: Assess the current situation, and identify opportunities to foster continuing education at the unit level. Develop an action plan for initiating such a program.

Activity 2-2: Review current situation, and devise, in consultation with relevant Liberian authorities, international partners, and INL, means and/or mechanisms for developing and enforcing adherence to procedures, protocols, and practices. Assess the level of use of standardized operational and administrative procedures, and degree to which laws and security are enforced (based on the number of arrests, number of incidents of violence, dollar value of illicit assets seized). Assess existing curriculum and training modules for continuous education for recruits, and current officers, and refresher training and identify any additional curriculum and training to promote adherence to procedures, protocols, and practices, and enforcement of laws. Develop an action plan, additional training modules or modifications, and tracking method for ensuring adherence to best practices.

Activity 2-3: Implement the action plan, and continuous education in Monrovia stations as a “pilot” to identify oversights, problems, and unanticipated factors and develop solutions to address them.

Activity 2-4: After achieving identifiable results in Monrovia, expand and implement both action plans, and continuous education in select counties.

Activity 2-5: Formalize, in coordination with the LNPTA and other agencies, the continuous education program at the unit level, ensuring that it becomes a regular occurrence within the institution, bolstering adherence to best practices, procedures, and protocols, and enabling the introduction of new techniques. Continuously mentor and ensure that existing Liberian trainers and those in leadership posts on training and education effectively provide continuing law enforcement training to those who are trained under this program.

Objective 3: Citizen complaints and criminal cases are investigated and processed more effectively through standardized procedures by Liberian detectives/investigators.

Technical Expertise Phase

When possible, given the focus of the project, team members shall provide technical expertise and mentoring, as requested, to Liberian law enforcement entities on a broad-range of operational, administrative, procedural, and technical law enforcement matters relative to Liberian law enforcement, civilian public security/police operations, and U.S. law-enforcement related-projects. The main purpose of the technical expertise and mentoring is to ensure that complaints and criminal cases are processed more effectively, which is a key function of law enforcement. Topics should include police report writing that are adequate for presentation to prosecutors, criminal investigations, and how to increase the speed and number of case referrals to the prosecutor. Such matters/topics shall also include but not limited to the topics already identified, as well as on organizational management, standardized procedures, internal affairs, unit discipline, performance standards and evaluations, implementation of a “continuous training” program, development of manuals and institution standards. All of these topics are designed to improve overall functions of law enforcement performance by establishing the needed organizational standards and support system.

Activity 3-1: Upon request for specific technical expertise, assess the state of the specified function or capability, draft the assessment, and devise an action plan to develop and/or build that function or capability.

Activity 3-2: Provide technical expertise and implement the action plan.

Activity 3-3: Provide training or arrange training as needed, after consultation with the INL Director, INL Senior Police Advisor, and INL Program Officer(s), for specific functional or operational skills.

Activity 3-4: Identify and address any oversights, problems, or unanticipated factors during provision of technical expertise and implementation of plan.

Activity 3-5: Develop and implement a maintenance and sustainability plan for the particular function or capability.

PROJECT CONSIDERATIONS AND ADDITIONAL ACTIVITIES

Local Context and Limitations: Given the conditions in Liberia, a certain level of creativity and practicality is required, and action plans for achieving objectives must consider certain limitations. Electricity and internet are unreliable, with frequent and lengthy outages, and in many locations non-existent. General infrastructure, cell phone coverage and paved roads is extremely limited outside of Monrovia. The general level of computer skills is low. The local language is English.

Coordination and De-conflicting of Projects: All activities require the implementer for this cooperative agreement to liaise and collaborate with the implementers of existing projects and international partners to ensure collaboration of effort, avoidance of duplicative efforts, or impediment of work by other projects. The INL Director, INL Senior Police Advisor and the INL Program Officer(s) shall serve as primary Points of Contact. The implementer is

expected to coordinate its activities with the U.S. Embassy in Monrovia, as well as other U.S. and international implementers, such as the UN Development Programme (UNDP), the American Bar Association – Rule of Law Initiative (ABA-ROLI), and other international partners (e.g. European Union) operating in Liberia.

Personnel and Staffing: For this project, the implementer shall propose a U.S.-based Program Manager to serve as the primary point of contact with the INL Liberia Program Officer, GOR, and GO who are located in the greater Washington, DC area. The minimum qualifications for the U.S.-based Program Manager are outlined below in Section III “Eligibility Information.”

The implementer shall also propose a Liberia-based Project Manager to be responsible for project management, including project activities, management of team members, and relations with the U.S. Embassy and other Liberian and international officials. The In-Country Project Manager shall communicate regularly with the INL Director in Monrovia and coordinate efforts with the GO and GOR, in order to make certain such effort remains within project objectives. The In-Country Project Manager shall have experience managing projects of similar size and breadth, with experience working in law enforcement. The minimum qualifications for the In-Country Project Manager is outlined in Section III “Eligibility Requirements.”

The INL envisions a team of highly experienced Law Enforcement team members to implement this project, although the exact number should be proposed by the implementer. The GOR; INL Director, and the INL Program Officer(s) must approve each candidate for each position.

Buy-in and Local Ownership:

INL has an excellent relationship with the Liberian government, and is recognized as a leader in foreign assistance efforts in Liberia. The Liberian government welcomes INL assistance and is eager for this assistance to build the capacity of Liberia’s law enforcement sector, despite economic hardship and budgetary shortfalls. The implementer shall find creative ways that the Liberians can participate to increase capacity and local ownership. Requests by units or individuals for equipment or funding shall focus on capacity building, and be documented and directed to the INL Director, INL Senior Police Advisor, and INL Program Officer(s).

Travel: The project requires that activities will be implemented in various provincial cities in Liberia. Travel occurs largely by automobile, and during the rainy season, areas of Liberia are inaccessible. Travel outside Monrovia shall be notified at least three (3) business days in advance to the INL Section at the U.S. Embassy, although the INL Section may suggest to postpone travel if security, events, or local dynamics merit.

Language

The official language of Liberia is English; therefore, any and all training, mentoring, or other activities shall be conducted in English. All project materials and correspondence for activities and provided to Liberia’s government and law enforcement officials (e.g., letters, memos, software, training materials, etc.) shall be in English, and final products shall be in English.

Living Conditions and Other Considerations

Due to difficult economic situation and poor infrastructure in Liberia, Monrovia has some availability of imports, housing, and other basic needs, although costs can be rather high.

Due to poor infrastructure and Liberia's state of under-development, the implementer shall consider infrastructure challenges like the unreliability of electricity, fuel shortages, plumbing, and internet, in addition to poor roads and few transportation options outside Monrovia.

Due to prevalence of malaria, project staff are required to take preventative malaria medication. Adequate medical facilities are limited in Liberia, and the implementer shall provide a plan for medical care. The offeror shall schedule a medical exam for each staff member, and obtain an official letter / certificate from the physician stating the individual is cleared for extended deployment in a country with limited medical services. The implementer shall provide copies of the letters/certificates to the INL Director, INL Senior Police Advisor, and INL Program Officer(s). The medical exams are required prior to deployment to Liberia.

Conference Calls and Reports:

Bi-Weekly Conference Calls

With initiation of the project, In-country Project Manager, the Team Members, and DC-based Program Manager (and others as necessary) will participate in a conference call with the GOR, INL Liberia Program Officer(s), and INL Section in Monrovia to ensure effective two-way communication and allow any issues to be resolved in a timely manner. Depending upon performance, project Implementation, and project challenges, this may be reduced to once a month after three to six (3-6) months.

Monthly Written Reports

On a monthly basis, the selected recipient shall provide no later than the 10th day of the following month a written report to the GOR, the INL Director in Monrovia, and the INL Liberia Program Officer(s) that provide written updates on project activities, including trainings, mentoring, technical assistance, and other project activities.

The Monthly Report shall list all training/mentoring/event activities conducted or facilitated, with relevant information, such as:

- Title, date, and location of training/workshop/event;
- Number of participants (sex, age, rank, and county of origin disaggregated) [Note: Please provide the number registered, and the number of participants who complete the course.];
- Name of participating Advisor(s);
- Description of the skills imparted;
- Response by the trainees to the subject matter;
- Difficulties encountered,
- Any other relevant information.

For each Team Member, the DC-based Project Manager or his representative shall provide:

- Name, Task Order Position, Actual Position, Duty Location (city/town);
- Status of recipient personnel, including dates of annual and/or home leave;
- Projected End of Mission date
- Upcoming contractual deadlines.

For the final month of a quarter, the recipient shall provide the following information on equipment and material support to the monthly report:

Number, type, and size of individual equipment provided;

If provided by the U.S. government, the following:

Digital photographs of the equipment;

Quantity and type of expendable supplies provided;

Digital photographs of the supplies;

Explanation of how the recipient is maintaining hand-receipts of any equipment and supplies that the recipient provided directly to trainees (who are the intended beneficiaries of equipment and supplies provided by the U.S. government);

Description of how the equipment or material support will be utilized and accounted for, as well as its impact.

Quarterly Written Reports

On a quarterly basis, the implementer shall provide no later than 30 days after the end of the of a quarter, a written report to the GOR, INL Director in Monrovia, and the INL Liberia Program Officer(s). This report is not/not a summation of events over the past three months, nor does it substitute for the last monthly report in the quarter. Instead, for the Quarterly report, the implementer shall provide an engaged analysis of whether the implementer has achieved progress towards the project's goal and objectives. This analysis shall include:

- Discussion of whether the implementer has achieved progress in each identified project objectives.
- What progress has been made during the reporting period? Provide quantitative and qualitative evidence.
- Report on and analyze the agreed upon indicators and metrics using quantitative and qualitative evidence, as well as known outside reporting and information related to this project
- If progress has been made, explain why this has occurred.
- If progress has stalled, explain why this has occurred. If challenges have been faced, how is the recipient planning to overcome them?
- Feasible ways in which INL can better assist the recipient in achieving INL's Goals and Objectives.
- Planned actions for next quarter.

Work Products and Branding: All SOPs, manuals, training products, plans, curricula, or other products developed or created as a result of the performance of this NOFO, and all supplies, equipment, and facilities purchased under the performance of this requirement, shall be considered government owned property.

The implementer shall recognize the United States Government's funding for activities specified under this award at the project site with a graphic of the U.S. flag accompanied by one of the following two phrases based on the level of funding for the award:

Fully funded by the award: "Gift of the U.S. Department of State, Bureau of International Narcotics and Law Enforcement Affairs (INL)"

Partially funded by the award: "Funding provided by the U.S. Department of

State,

Bureau of International Narcotics and Law Enforcement Affairs (INL)”

Exemptions from this requirement may be allowable but must be agreed to in writing by the GOR, in consultation with the INL Director and INL/AME.

All programs, projects, assistance, activities, and public communications to foreign audiences, partially or fully funded by the Department of State, should be marked appropriately overseas with the standard U.S. flag in a size and prominence greater than any other logo or identity. The implementer should ensure that all publicity and promotional materials underscore the sponsorship the U.S. Government, the Department of State, or the U.S. Embassy. The U.S. flag may replace or be used in conjunction with the Department of State seal, the U.S. embassy seal, or other DOS program logos. INL will provide the necessary logos and guidance for branding. The recipient may use its existing logos on program materials; however, it must be in a clearly less prominent, subordinate appearance to the U.S. Government logos.

The requirement does not apply to the Recipient's own corporate communications or in the United States.

In the event the non-Federal entity does not comply with the marking requirements as established in the approved assistance agreement in consultation with the INL Director and INL/AME Grants Officer Representative and the Grants Officer must initiate corrective action with the Non-Federal entity.

Living Conditions, Medical, and Other Considerations: Due to difficult economic situation and poor infrastructure in Liberia, Monrovia has some limited availability of imports, housing, and other basic needs, although costs can be rather high. With limited adequate housing with security, the implementer is encouraged to contact the Embassy for recommendations for suitable housing complexes, and arrange housing for all project manager and team members in the same complex. The going rate is roughly \$2500

The implementer shall ensure that the Project Manager and team members do not/not have any medical condition that will require medical or specialized care that cannot be managed in Liberia, such as conditions that require the frequent care of a medical specialist or the frequent provision of medical supplies. The implementer shall also ensure that no candidate has any medical condition that will require follow-up care more frequently than yearly or that will require consistent and regular electricity (for storage of medications, operation of a machine, or similar purposes). The implementer shall also ensure that candidates understand they may not have guaranteed access to health care facilities other than those provided by the implementer.

For the Project Manager and each team member, the implementer shall provide to the GOR, the INL Director in Monrovia, and INL Liberia Program Officer(s) a signed certification from a licensed medical doctor that the candidate does not have any medical or physical health conditions that will prevent the candidate from successfully carrying out work requirements under strenuous living conditions in Liberia;

During the period of performance, and any Option Periods, the implementer shall ensure that the project manager and each team member remains current on their immunizations for the following diseases to be paid as a part of this project:

Typhoid;

Influenza;
Hepatitis A;
Measles, Mumps, and Rubella;
Polio;
Hepatitis B;
Tetanus, Diphtheria, and Pertussis;
Yellow Fever; and
Rabies.

Written proof of immunization by a U.S. licensed medical professional must be forwarded by the GO and GOR or a copy of their Yellow Immunization Card prior to deployment

Visas and Visa Renewals: The implementer shall ensure that all non-Liberian personnel have appropriate visas prior to deployment, and shall ensure timely issuance of residency cards and renewals of visas. The U.S. Government does not provide support or facilitation for obtaining Liberian visas.

EXPECTED RESULTS AND ILLUSTRATIVE PERFORMANCE INDICATORS

By the end of the two years, defined by a baseline established by the implementer at the project start, and before implementation begins, the selected applicant is expected to achieve the following desired results, and provide verifiable and regular documentation of results: measurable increases in the capacity of Liberia's law enforcement entities to deter crime, including transnational organized crime, and citizen security and public order. The selected applicant shall also explain its progress towards instituting a continuous training program and how training modules are being adopted by the LNPTA and other Liberian trainers.

The implementer, in consultation with the INL Director, INL Senior Police Advisor, and INL Program Officer(s), shall define measurements and indicators of performance, progress, and development of these results, and the indicators shall be qualitative and quantitative. In quantitative terms, at the end of the two years, at minimum, 80 percent of senior law enforcement executives, and 80 percent of mid-level supervisors and managers shall have received the two-part training series. [Note: INL recognizes that turnover may affect exact percentages.] Furthermore, 40 percent of trainees at the rank-and-file level from stations or units in communities and counties outside Monrovia shall be trained. Furthermore, Liberian law enforcement units should function with demonstrable improved operational effectiveness (including increased effective inter-agency coordination), and improve accountability, including usage of standard procedures, practices, and protocols, for ensuring adherence to proper procedures, practices, and protocols. First line supervisors shall demonstrate improved management of operational units and increase impositions of accountability for subordinates failing to follow standard procedures and protocols. Liberian law enforcement agencies will see a noticeable decrease in sexual harassment incidents. Senior executives shall demonstrate greater capacity for leadership, administrative functions, operational management, and personnel management. Based in the selected applicant's efforts and expected improvements in the capacity of Liberian law enforcement, Liberian public opinion -- through public opinion survey(s) conducted under a separate project -- should recognize improved performance of duties and exhibit increases in trust and respect, and a greater readiness to consult and cooperate with law enforcement.

The recipient, in consultation with INL, will develop a project-level Performance Monitoring and Evaluation plan (PMEP) with baseline values, quarterly (where applicable), annual and end-of-project targets and results anticipated for key performance indicators. Certain terms included in the objectives and indicators (such as “capacity,” “spread effect,” etc.) will need to be defined at the very beginning of the project, through the PMEP, so that it is possible to measure the change during and at the end of the project. The PMEP must be submitted to INL for approval within 45 days of project award.

The following table presents illustrative performance indicators and targets, upon which the recipient will be responsible for monitoring, analyzing, evaluating, and reporting during the project. The implementer shall also identify any additional indicators and targets based on what it can reasonably achieve within the performance period of the project, and based on the expected overall project results described above. Baseline information will be critical for both monitoring and evaluation of project progress and results. The INL Section of the U.S. Embassy in Monrovia and the INL Program Office shall regularly monitor project performance to assess whether project activities are on track and targets are being achieved.

Table 1: Illustrative Project Indicators and Illustrative Targets

<i>Goal: Crimes deterred, including transnational organized crime, and citizen security and public order maintained by Liberian law enforcement entities.</i>	
Percent of public that trusts the police	Above 50 %
Number of incidents of violence in public protests, events, or election-related activities	20 annually
Dollar value of illicit assets seized	TBD
Number of arrests by INL supported vetted and specialized units	TBD
Dollar value of illicit assets seized by INL supported units	TBD
Number of transnational organized crime-related arrests	TBD
<i>Objective 1: Improved management and operational control of Liberian law enforcement entities</i>	<i>Illustrative targets:</i>
Percent of first-line supervisors, middle management, and senior executive trained.	80%
Percent of first-line supervisors, middle management, and senior executive leadership who use newly learned skills.	85%
Number of provincial cities with trained law enforcement officers.	30%
Percent of law enforcement officials (all ranks) trained in sexual harassment protocols and procedures.	80%
Number of sexual harassment complaints filed by city and unit.	TBD
Number of disciplinary and criminal cases involving law enforcement officers	TBD
Number of training and capacity building activities conducted with INL assistance that are designed to promote the participation of women or the integration of gender perspectives in security sector institutions or activities.	Above 50%
Percent of law enforcement equipment, materials, and resources properly managed and accounted for	Above 70%
Percent of human resources, supervisory, and administrative SOPs followed	Above 50%

Percent utilization rate of law enforcement radio communications network	Above 90%
Percent of INL criminal justice assessment that both include perspectives of women and address whether the recommendations might affect men and women differently,	TBD
Percent of women police officers in services supported by INL	Above 50%
Number of arrests by law enforcement security agencies	TBD
Number of people in a host country who received USG-funded counternarcotics training	100% LDEA
Conviction rates for criminal cases	Above 50%
Number of police reports filed	TBD
Number of investigated cases referred to prosecutors	TBD
<i>Objective 2: Security and laws enforced effectively and through standardized procedures by law enforcement entities in Monrovia and select counties</i>	
Number of units that implement action plans and continuous education developed under this project	All units covered under this project
Number of Liberian trainers mentored	TBD
Percent of Liberian trainers that are observed to effectively train on the curriculum developed	90%
Percent of police that use standardized operational and administrative procedures to process criminal cases	90%
Number of disciplinary and criminal cases involving law enforcement officers	TBD
<i>Objective 3: Citizen complaints and criminal cases are investigated and processed more effectively through standardized procedures by Liberian detectives/investigators.</i>	
Number of specialized law enforcement functions for which technical expertise was provided	TBD
Conviction rates for criminal cases	TBD
Number of police reports filed	TBD
Number of investigated cases referred to prosecutors	TBD

[END OF SECTION I]

SECTION II – FEDERAL AWARD INFORMATION

INL expects to award 1 grant agreement(s) based on this NOFO, in an amount not to exceed the total ceiling amount noted on page 1. The anticipated total federal funding amount is not to exceed \$2,500,000. The period of performance is 2 years with an anticipated start date in November 2020. INL **may extend** the award up to 3 years contingent on INL priorities, good performance of the recipient, Department of State management approval, and funding availability.

The U.S. government will issue award(s) to the responsible applicant(s) whose application(s), conforms to this NOFO, and is the most responsive to the objectives and criteria set forth in this NOFO. The U.S. government may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications, and/or (e)

waive informalities and minor irregularities in applications received.

The U.S. government may make an award on the basis of the initial application received, without discussions or negotiations. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint. The U.S. government reserves the right (but is not under obligation to do so) to enter into discussions with one or more applicant(s) to obtain clarifications, additional detail, or to suggest refinements in the program description, budget, or other aspects of an application.

Please include this language if Leahy Vetting will be required for this project. Applicants please be advised that the following will be required if your organization is selected for this announcement.

State Department Leahy Amendment Vetting Requirements:

Funds provided under this award are subject to Section 620M of the Foreign Assistance Act of 1961, as amended, a provision titled “Limitation on Assistance to Security Forces” (the “Leahy Amendment”). Subsection (a) of that provision states: “(a) In General.—No assistance shall be furnished under this Act [the Foreign Assistance Act] or the Arms Export Control Act to any unit of the security forces of a foreign country if the Secretary of State has credible information that such unit has committed a gross violations of human rights.” Accordingly, none of the funds under this award may be used to provide training or other assistance to any unit or member of the security forces of a foreign country if the Department of State has credible information that such unit or individual has committed a gross violation of human rights.

In signing this agreement, the Recipient agrees to exercise due diligence to ensure compliance with the Leahy provision and State Department policy, and to cooperate with the State Department in implementation of the Leahy requirement for funds under this award. The Department implements the Leahy requirement by vetting units or individuals proposed for training or other assistance to check for credible information of a gross violation of human rights by such units or individuals. To facilitate State Department vetting, the Recipient must provide the following information for proposed participants at least sixty (60) calendar days prior to commencing award activities. This information should be submitted to the U.S. Embassy in the country where the award will be implemented in order to initiate Leahy vetting procedures:

Information needed: Full name, date of birth, country of birth, country of citizenship, gender, rank, title, and organizational affiliation. Please also include the activity and date that the activity will take place—if the person will participate throughout an extended program, please note the timeframe. Participant information should be submitted in the format attached.

Information required for “security forces” personnel: The above information is needed for each member of a foreign police or military unit (security forces, broadly defined) who will participate in any activity under this award. This includes both civilian and military employees of security forces participating in any activities funded under this award, including training, workshops or meetings, conferences, or other activities.

The Recipient must collaborate with the relevant U.S. Embassy on a case-by-case basis to determine if the Leahy requirement applies to specific activities or proposed participants. Individuals who are not members of the security forces but who participate in activities under the award (e.g., politicians, academics, etc.) generally do not need to be vetted.

Submission Deadline: Each candidate must be cleared under Leahy vetting in advance of participation in activities funded under this award. The vetting process typically takes approximately one month, but may take longer if there are a large number of candidates or if issues arise. Thus, all information on proposed candidates must be received by the Embassy at least sixty (60) days in advance of the training event or other activity.

The Recipient agrees that it will not include any security forces candidate in training or other activities funded under this award until the State Department advises that the candidate has cleared Leahy vetting and is approved for participation.

[END OF SECTION II]

SECTION III – ELIGIBILITY INFORMATION

(1) Eligibility for this NOFO is limited to:

- Applicants that qualify to receive U.S. grants (such as **U.S. not-for-profit/non-governmental organizations (NGOs) or U.S.-based educational institutions subject to section 501(c)(3) of the U.S. tax code; foreign not-for-profits/non-governmental organizations (NGOs) or foreign based educational institutions**, with the ability to develop and successfully implement a project in Liberia and meet INL’s reporting requirements. Organizations must also be able to demonstrate current (or pending) country registration in Liberia, if required by the country of project implementation.

AND

- Applicants must have demonstrated experience implementing similar education or capacity building programs, preferably in Liberia. INL reserves the right to request additional background information on organizations that do not have previous experience administering similar programs and/or federal grant awards.
- Applicants must have the ability to produce course materials, deliver training, and conduct evaluations in English. The applicant’s staff should be proficient in English in order to fulfill reporting requirements.
- Applicants must have existing, or the capacity to develop, active partnerships with stakeholders in order to successfully carry out the proposed program.
- Organizations may form a consortium and submit a combined proposal. However, one organization should be designated as the lead applicant and other members as sub-award partners.
- Applicants must be able to respond to the NOFO and be able to mobilize in a short period.

AND

- Must have demonstrated experience implementing similar law enforcement capacity building programs in a civil law context, and preferably in sub-Saharan Africa. INL reserves the right to request additional background information on organizations that do not have previous experience administering similar programs and/or federal grant awards.

AND

Applicants must propose personnel for each of the identified positions in this NOFO.

U.S.-BASED PROJECT MANAGER --

The U.S.-Based Project Manager (USPM) serves as the implementer's primary manager and Point of Contact (POC) to the GO, GOR, and INL for all matters related to this NOFO, including support with logistics, implementation, personnel, finances and reporting functions of the team in Liberia. The USPM is also facilitates the timely recruitment, processing, and deployment for candidates in project positions, and promotes communication and coordination between the implementer and INL. The implementer shall draft the formal documents for position description, duties and responsibilities document within 30 days of award.

IN-COUNTRY PROJECT MANAGER --

The In-Country Project Manager assists the implementer in providing a full range of support to the team members in Liberia. Such support includes general oversight of project activities, management of team members, the POC for the Embassy, GoL, and international officials regarding the project, housing and living support, logistical support, medical support, and contingency plans for emergencies. The implementer shall draft the formal documents for position description, duties and responsibilities document within 30 days of award.

members focused the activities defined for and the achievement of Project Objectives 1 and 2, that is generally assisting the LNP, LDEA, and other law enforcement agencies in reforming their operations so that they comply with international standards, and observes human rights. This includes training, mentoring, developing SOPs, offering technical assistance, and ensuring implementation of SOPs and best practices among Liberia's law enforcement institutions. The implementer shall draft the formal documents for position description, duties and responsibilities document within 30 days of award.

AND

- Applicants must have the ability to produce course materials, deliver training, and conduct evaluations in English. The applicant's staff should be proficient in English in order to fulfill reporting requirements.
- Applicants must have existing, or the capacity to develop, active partnerships with stakeholders in order to successfully carry out the proposed program.
- Organizations may form a consortium and submit a combined proposal; however, one organization should be designated as the lead applicant.
- Applicants must be able to respond to the NOFO and mobilize in a short period of time.

Note: Public International Organizations (PIOs) and For-Profit Organizations are excluded from applying to this grant announcement.

To be eligible for a grant award, in addition to other conditions of this NOFO, organizations must have a commitment to non-discrimination with respect to beneficiaries and adherence to equal opportunity employment practices. INL is committed to an anti-discrimination policy in all of its programs and activities. INL welcomes applications irrespective of an applicant's race, ethnicity, color, creed, national origin, gender, sexual orientation, gender identity, disability, or other status.

Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the recipient to ensure compliance with these Executive Orders and laws. **This provision must be included in any sub-awards issued under this grant award.**

(2) INL encourages applications from potential new partners.

[END OF SECTION III]

SECTION IV – APPLICATION AND SUBMISSION INSTRUCTIONS

INL urges prospective applicants to immediately confirm their organization's Unique Entity Identifier Number (formerly Dun and Bradstreet (DUNS) number) as well as a current Central Contractor Registration via www.SAM.gov.

All organizations must also continue to maintain active SAM.gov registration with current information at all times during which they have an active Federal award or application under consideration by a Federal award agency. SAM.gov requires all entities to renew their registration once a year in order to maintain an active registration status in SAM.gov. **If an applicant has not fully complied with the requirements at the time of application, INL may determine that the applicant is unqualified to receive an award and use that determination as a basis for making an award to another applicant.**

Note: The process of obtaining a SAM.gov registration may take anywhere from 4-8 weeks. Please begin your registration as early as possible.

Note: Organizations physically located OUTSIDE of the U.S. and territories and wishing to conduct business (contracts/grants) with the U.S. Government, must FIRST request a NCAGE Code, followed by a DUNS Number and then complete the registration process in SAM.gov.

U.S. based Organizations, wishing to conduct business (contracts/grants) with the U.S. Government to include Foreign Government, please proceed directly to SAM.gov. A U.S. CAGE Code will be assigned at the end of the SAM.gov Registration process.

CAGE/NCAGE Registration

For US-based organizations, a CAGE code will automatically be assigned to your entity once you submit your entity's registration in SAM.gov and the TIN validation has been returned.

NCAGE Codes are required for all foreign entities prior to starting a SAM registration. Note: The organization's name, address, and email information must match what you used to request your

Unique Entity Identifier (DUNS Number) Please ensure that alphabets, numerical characters, symbols, etc. and spacing is the same in both systems during the registration process. Otherwise, you will receive error messages when applying for the NCAGE code. Organizations can submit a request for an NCAGE Code using the NCAGE Request Tool at <https://eportal.nspa.nato.int/AC135Public/Docs/US%20Instructions%20for%20NSPA%20NCAGE.pdf>. Detailed instructions are posted at that site. For additional information, please call 1-269-961-4623 or send an email message to NCAGE@dliis.dla.mil.

NCAGE registrations for overseas organizations can take up to 10 days (or more) to finalize once a request has been received. Please plan accordingly.

Unique Entity Identifier (DUNS Number)

All applicant organizations (foreign and domestic) must obtain a DUNS number. **US-based organizations** may request a DUNS number by calling 1-866-705-5711 or email: SAMHelp@dnb.com; the DUNS number is usually provided immediately.

Foreign organizations that do not have a Unique Entity Identifier (DUNS number) will need to go to the Dun & Bradstreet website at <http://fedgov.dnb.com/webform/CCRSearch.do?val=1> to start the process for obtaining a DUNS number. If further assistance is required, please email: SAMHelp@dnb.com.

NOTE: The organization's name, address, and email information used to request the NCAGE Code must match what is used to request your Unique Entity Identifier (DUNS Number). Please ensure that alphabets, numerical characters, symbols, etc. and spacing is the same in both systems during the registration process.

SAM.gov Registration

SAM.gov registration is required of all INL applicants prior to registering with www.grants.gov. If your organization was previously registered in the Central Contractor Registry (CCR), you must still create a new Individual User Account in SAM.gov prior to receiving a future federal grant. Applicant organizations can obtain assistance for SAM.gov registration by using the following link: <https://www.fsd.gov> or by calling **1-866-606-8220** (U.S. calls)/or **1-324-206-7828** (international calls). Note: The organization's name, address, and email information used to request your organization's Unique Entity Identifier (DUNS number) and the NCAGE Code must match what is used to request the SAM.gov validation Please ensure that alphabets, numerical characters, symbols, and spacing is the same in both systems during the registration process. Otherwise, you will receive error messages when registering in SAM.gov.

For U.S.-based organizations that already have a TIN (taxpayer identification number), your SAM registration should take approximately 3-5 business days to process. For U.S.-based organizations applying for an EIN (employer identification number), please allow up to 2 weeks.

Foreign organizations must have a Unique Entity Identifier number and an NCAGE code prior to

completing the SAM.gov registration process. Please follow the above listed instructions to obtain each.

Any applicant listed on the Excluded Parties List System (EPLS) in the System for Award Management (SAM) is not eligible to apply for an assistance award in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR, 1986 Comp., p. 189) and 12689 (3 CFR, 1989 Comp., p. 235), "Debarment and Suspension." Additionally, no entity listed on the EPLS can participate in any activities under an award. All applicants are strongly encouraged to review the EPLS in SAM.gov to ensure that ineligible entities are excluded from their applications.

All organizations must also continue to maintain active SAM.gov registration with current information at all times during which they have an active Federal award or application under consideration by a Federal award agency. SAM.gov requires all entities to renew their registration once a year in order to maintain an active registration status in SAM.gov. If an applicant has not fully complied with the requirements at the time of application, INL may determine that the applicant is unqualified to receive an award and use that determination as a basis for making an award to another applicant.

Note: If your organization is registered with SAM.gov and your status is NOT listed as ACTIVE, you will need to update your registration prior to submitting an application through www.grants.gov. SAM.gov requires ALL organizations (foreign and domestic) to register on an ANNUAL basis.

In October 2017, new information was added to the www.SAM.gov website to help international registrations, including "Quick Start Guide for International Registrations" and "Helpful Hints". Navigate to SAM.gov, click HELP in the top navigation bar, then click International Registrants in the left navigation panel.

Grants.gov Registration

To apply for a grant, your organization must complete the Grants.gov registration process. The registration process can take 10 business days or longer, even if all registration steps are completed in a timely manner.

Please log into <http://www.grants.gov/web/grants/applicants/organization-registration.html> to obtain complete instructions on the registration process.

Foreign Registrants: Anyone residing and doing business outside of the United States is still required to complete the five steps of the Grants.gov registration process, in addition to fulfilling supplementary requirements for doing business with the United States government. Please ensure that you have obtained an NCAE code, a UEI number (also referred to as DUNS number), and an "ACTIVE" status in SAM.gov prior to registering in Grants.gov.

Grants.gov Applications

Please refer to the Grants.gov website for definitions of various "application statuses" and the difference between a submission receipt and a submission validation. Applicants will receive a validation e-mail from Grants.gov upon the successful submission of an application. Validation of an electronic submission via Grants.gov can take up to two business days.

Late applications are neither reviewed nor considered unless the INL point of contact listed in the NOFO is contacted prior to the deadline and is provided with evidence of a system error caused by Grants.gov that is outside of the applicant's control and is the sole reason for a late submission.

Applicants should not expect a separate notification from INL upon receiving their application.

It is the responsibility of the applicant to ensure that it has an active registration in Grants.gov. Applicants are required to document that the application has been received by Grants.gov in its entirety. INL bears no responsibility for disqualification that result from applicants not being registered before the due date, for system errors in Grants.gov, or other errors in the application process.

TECHNICAL FORMAT REQUIREMENTS

For all application documents, please ensure:

- A. All pages are numbered, including budgets and attachments,
- B. All documents are formatted to 8 ½ x 11 paper, and
- C. All Microsoft Word documents are single-spaced, 12 point Times New Roman font, with a minimum of 1-inch margins.

TECHNICAL ELIGIBILITY REQUIREMENTS

Technically eligible applications are those that:

- Arrive electronically via Grants.gov by the designated due date and time noted in the NOFO. If reasonable accommodations are granted for persons with disabilities or for security reasons, applications must still be received by INL by the designated due date and time noted in the NOFO;
- Are in English and all costs are in U.S. dollars. If an original document within the application is in another language, an English translation must be provided. If any document is provided in both English and a foreign language, the English language version is the controlling version. (*Please note: the Department of State, as indicated in 2 CFR 200.111, requires that English is the official language of all award documents*);
- Heed all instructions contained in the NOFO, including length and completeness of application, including all required documents; and
- Do not violate any of the guidelines stated in the NOFO.

It is the sole responsibility of the applicant to ensure that all of the documents submitted in the grant application package are complete, accurate, and current. INL strongly encourages all applicants, especially foreign or first-time applicants, to submit applications before the designated due date to ensure that the application has been received and is complete.

APPLICATIONS REQUIREMENTS

Complete applications must include the following items listed below:

1. **Completed and signed SF-424, SF-424A**, as well as SF-424B if applicable
 - Submitted via www.grants.gov
 - Please see Tab D for instructions for completion of Standard Forms 424, 424A, and 424B.

- The SF-424B is required **only** for those applicants who have not registered in SAM.gov or recertified their registration in SAM.gov since February 2, 2019 and completed the online representations and certifications.
2. A copy of your organization's **most recent audit**, if applicable
 - Required per 2 CFR 200.500 – Subpart F).
 - If an audit cannot be provided, an explanation must be submitted with the proposal submission.
 3. **Cover Page**
 - Includes a table with the organization name, project title, target country/countries, project synopsis, name and contact information for the application's main point of contact, project length (period of performance), and requested funding amount in U.S. dollars (see the award amount ceiling as stated in the NOFO)
 4. **Table of Contents**
 - Not to exceed one [1] page in Microsoft Word), listing all documents and attachments, with page numbers.
 5. **Executive Summary**
 - Not to exceed two [2] pages in Microsoft Word) that includes:
 - i. a statement of work or synopsis of the program, including a concise breakdown of the project's goals, objectives, activities, and expected results, and
 - ii. a brief statement on how the project is innovative, sustainable, and will have a demonstrated impact.
 6. **Proposal Narrative**
 - Not to exceed fifteen [15] pages in Microsoft Word. Please note the page limit does not include the required documents listed in items #2 - 5 and items #7 – 16 (below).
 - A proposal narrative should:
 - i. Fully explain the program's **goals, objectives, and activities**. Objectives should be ambitious, yet measureable, results-focused, and achievable in a reasonable time frame. Applicant should explain the project's significance or contribution to the INL mandate specified in the NOFO.
 - ii. Activities should be clearly developed and detailed, and the narrative should clearly articulate how the proposed activities contribute to objectives and overall project goal.
 - iii. Outline the applicant's **organizational capacity** to implement the proposed program,
 - iv. Outline in detail the program approach, **sustainability, potential impact, and complementarity to ongoing efforts**.
 - v. Identify **target areas** for activities, identify target participant groups or selection criteria for participants, address how the program will engage relevant stakeholders, and identify local partners as appropriate, among other pertinent details. If partners are included, the narrative should clearly describe the division of labor between the direct applicant and partners.

The proposal narrative should expand upon the risk analysis to provide greater context, operational or programmatic security concerns, and a contingency plan for overcoming potential difficulties in executing the original work plan.

7. Summary and Detailed Line-Item Budget

- In Microsoft Excel; includes the following three [3] columns: the amount requested from INL, cost sharing contributions (if any), and total budget (see below for more information on budget format).
- Applicants must submit a budget summary using the OMB-approved budget categories (see SF-424-A as a sample). Costs must be in U.S. dollars.
- A sample template is provided as an attachment under the announcement via www.grants.gov.

8. Budget Narrative

- In Microsoft Word; includes an explanation and justification for each line item in the detailed budget spreadsheet, as well as the source and a description of all cost-share offered.
- For ease of review, INL recommends applicants order the budget narrative as presented in the detailed budget.
- Personnel costs should include a clarification of the roles and responsibilities of key staff and percentage of time devoted to the project.
- Applicants that have other USG-funded projects must confirm that the total time devoted by personnel assigned to more than one project does not exceed 100%.
- The budget narrative should communicate to INL any information that might not be readily apparent in the budget rather than simply repeating with words what is stated numerically in the budget.
- A sample template is provided as an attachment under the announcement via www.grants.gov.

9. NICRA, if applicable

- If your organization has a negotiated indirect cost rate agreement (NICRA) and will include NICRA charges in the budget, your latest NICRA must be included as a PDF file. This document will not be reviewed by the panelists, but rather used by program and grant staff if the submission is recommended for funding, and therefore does not count against the submission page limitations, as described above.
- If your proposal includes subgrants to organizations charging indirect costs, please submit the applicable NICRA also as a PDF file
- See “Indirect Cost Rate” below for more information on indirect cost rates
- If your organization **does not** have a negotiated indirect cost rate agreement (NICRA) please specify if your organization elects to charge the de Minimis rate of 10% of the Modified Total Direct Costs (MTDC). MTDC **excludes** equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs and the portion of each subaward in excess of \$25,000.” The de Minimis rate must be included in the detailed budget and an explanation must be provided in the budget narrative.

10. Monitoring and Evaluation Plan

- See **TAB B** below for more information on this section
- Sample templates provided as attachments under the announcement via www.grants.gov.

11. Detailed Monitoring and Evaluation Plan

- See Monitoring and Evaluation Plan Template Attached

12. Indicator Chart for All Indicators

- See PIRS Template

13. Logic Model

- See **TAB B** below for more information on this section
- Sample templates provided as attachments under the announcement via www.grants.gov.

14. Roles and responsibilities of key program personnel

- Including short bios that highlight relevant professional experience that relates to the organization's capacity. Given the limited space, CVs are not recommended for submission.

15. Timeline of the overall proposal

- Components should include activities, evaluation efforts, and program closeout

16. A list of previous and/or current U.S. federal assistance awards received

- Including the awarding agency, point of contact, name of the project, start and end dates, and amount of the award.
- If a list of previous and/or current U.S. federal assistance awards received cannot be provided, an explanation **must** be submitted with the proposal submission.

17. Program Risk Analysis

- Provide the required risk analysis information as noted in **TAB B** of this NOFO
- Sample template is provided as an attachment under the announcement via www.grants.gov.

18. INL Pre Award/Grantee Annual Survey

- Provide responses in the template provided by INL that reviews the organization's financial capacity and infrastructure.
- Sample template is provided as an attachment under the announcement via www.grants.gov.

19. Attachments (optional)

- Not to exceed **five (5)** pages total, preferably in Microsoft Word, which may include: further timeline information, letters of support, memoranda of understanding (MOU)/agreement, etc.
 - i. For applicants with a large number of letters/MOUs, it may be useful to provide a list of the organizations or government agencies that support the program rather than the actual documentation.

Applications that do not include the items listed above will be deemed technically ineligible.

Note: INL retains the right to request additional documentation for those items not included on this form.

[END OF SECTION IV]

TAB A: PROPOSAL GUIDELINES

Proposals should include the following components:

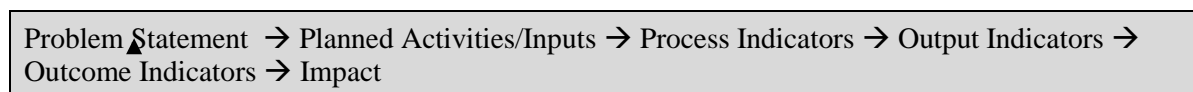
- Introduction and Problem Statement
- Planned Activities
- Indicators

Problem Statement and Rationale: Describe the problem and how the project will achieve or contribute to achieving a sustainable solution and a measurable outcome. The applicant should explain the extent of existing assistance within the particular geographic area, and how the proposed intervention may complement (or differ from) other similar interventions. The implementer should also explain, as necessary, the particular experience and qualifications they bring to the project. The rationale should also reflect understanding of the priorities and policies of the bureau/post or program with which this agreement is associated.

Planned Activities and Indicators: Describe the planned activities, and relevant stakeholders for implementation. The implementer should highlight key stakeholders and their expected role in the project, along with any contingencies. The implementer should list assumptions that are dependent on the ultimate success of the project. This could include elements like geographic location, coordination efforts with other international organizations, or political will from host governments, private sector, and NGOs. As appropriate, limited contingency possibilities should be included in the proposal, in case the initial planning assumptions are not met. Example of a planned activity and contingency:

Planned Activity	Contingency
<i>Energy efficiency workshops in collaboration with the government of Mexico and other representatives from the Latin America region, focused on raising awareness of energy efficiency standards.</i>	<i>If government of Mexico doesn't engage at the expected level, project team will look to other regional stakeholders, such as the OAS, to assist in convening key stakeholders.</i>

In the proposal, there should be a clearly defined link between each of the following elements as delineated:



Process Indicators measure the activity that has been completed. Please delineate the specific activities to be conducted, such as workshops, roundtables, trainings, forums, exchanges, policy dialogues, etc. All indicators must include targets. Example of a process indicator:

Process Indicator	<i>50 women trained in energy efficiency standards</i>
--------------------------	--

Output Indicators, otherwise known as deliverables associated with the agreement, should be included. Unlike process indicators, outputs are what is produced, and are often tangible. At this level, it is the measurement of ability, knowledge, skills, or access. All indicators must include targets. Example of an output indicator involving the same participants:

Output Indicator	<i>80 percent of participants demonstrate at least 75 percent cognizance of efficiency standards</i>
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Outcome Indicators measure the change in system or behavior or practice. Expected outcomes are the results that come from a series of activities that are necessary to achieve impact. All indicators must include targets. Example of an outcome indicator:

Outcome Indicator	<i>30 percent of efficiency standards being implemented in a participant's country as a result of participant's participation.</i>
--------------------------	--

All indicators **must** include measurable, numerical targets, which should serve as the foundation for monitoring and evaluation efforts. Ultimately, proposed activities and achievement of indicator targets will lead to impact.

TAB B: PROGRAM MONITORING AND EVALUATION PLAN, LOGIC MODEL, and PROGRAM RISK ANALYSIS

INL will work with recipient organizations to implement the appropriate monitoring and evaluation plan that meets both the needs of the bureau and the implementing partner. Incorporating a well-designed monitoring and evaluation component into a project is one of the most efficient methods of documenting the progress and potential success of a program. Successful monitoring and evaluation depend on the following:

- Setting objectives that are specific, measurable, attainable, results-focused, and placed in a reasonable time frame (SMART);
- Linking project activities to stated objectives;
- Developing key performance indicators that measure realistic progress towards the objectives.

INL expects implementing organizations will track participants or partners as appropriate and be able to respond to key evaluation questions, including satisfaction with the program/training, information learned as a result of the program/training, changes in attitude and behavior as a result of the program, and effects of the program on institutions in which participants work or partner with. Applicants should include the monitoring and evaluation process in their timeline.

Recipients will be required to provide reports with an analysis and summary of their findings, both quantitative and qualitative, in their regular quarterly progress reports to INL.

Performance indicators should be clearly defined, and are in many cases quantifiable. Qualitative indicators are encouraged if they provide a reliable means to measure a particular phenomenon or attribute. A good guide for determining the quality of performance indicators is the acronym SMART – i.e., are the indicators: specific, measureable, attainable, realistic, and timely.

Indicators can focus on (i) inputs / process (measures activities or the necessary components for an activity to occur—e.g. training curriculum developed), (ii) outputs (products and services delivered from project activities, and often stated as an amount—e.g. 100 civil society organization members trained in organizational fundraising, 60 radio programs produced), and (iii) outcomes (the specific results of a project, which are often measured as a degree of change—after receiving training on effective engagement in the political process, 40% of female participants ran for a seat in parliament).

LOGIC MODEL

A logic model is a useful tool to help “map” a project. It details planned activities, the immediate services or product of project activities (outputs), and the expected changes or benefits that occur after activities have been implemented (outcomes). Applicants can specify objectives, identify what resources (inputs) are needed, outline proposed activities (outputs) and beneficiaries, and illustrate how activities lead to expected results. The activities and expected outcomes documented within the logic model should be achievable within the level of funding and timeframe of the project.

The monitoring and evaluation plan **must** include, at a minimum, the following elements:

- A results “Logic Model” planning document (see attached sample Logic Model template)

- Indicators, as described in Tab A, as well as details on how each indicator will be measured, frequency of the measurements, units of measure, etc. Provide indicators at the output and outcome levels. Monitoring and evaluation plans should include a chart component that clearly delineates indicators and targets. All indicators must include measurable, numerical targets. (see attached sample Monitoring and Evaluation template)
- Establish, where possible, performance baseline data and expected performance targets for each indicator/outcome. In some cases, the baseline may be zero.
- Describe monitoring and evaluation tools, including methods or methodology, that will be used.
- Plans should describe the projected outcomes and a dissemination plan where applicable, and how the project's impact and effectiveness will be monitored and evaluated throughout the project.

INL has included a sample Monitoring and Evaluation template and a Logic Model template as an attachment to the NOFO.

PROGRAM RISK ANALYSIS

Risks are unavoidable – all programs inherently contain both internal and external risks. However, with proper identification and management, risks can be prepared for, minimized or mitigated. The purpose of a risk analysis is to identify the internal and external risks associated with the proposed program in the application, rate the likelihood of the risks, rate the potential impact of the risks on the program, and identify actions that could help mitigate the risks. A risk analysis should not be considered a one-time exercise or a static document. INL defers to organizations to conduct adequate risk analysis and remediation for all of its operations and advises that risk analysis and remediation occur throughout the life of a program and should result in revisions to risk analysis documents and processes as necessary. Applicants should include all assumptions and external factors identified in the logic model in the risk analysis. Applicants should rate the likelihood of a risk and potential impact of the risk as “High,” “Medium,” or “Low.” A sample template is provided as an attachment to this NOFO via www.grants.gov.

The safety and security of recipients and beneficiaries are of utmost importance. INL requires all recipients to conduct thorough risk assessments and take all actions necessary in accordance with those assessments to mitigate those risks. INL does not take responsibility for the risks incurred by any recipient.

For more information about the Risk Analysis, please see 2 CFR 200.519.

TAB C: BUDGET GUIDELINES

Applications will not be considered complete unless they include a budget that responds to the NOFO guidelines.

Complete budgets will include:

1. Summary Budget (that includes approved budget categories)
2. Detailed Line-Item Budget (outlining specific cost requirements for proposed activities)
3. Sub-grantee Budgets (if applicable)
4. Corresponding Budget Narrative (to clarify and justify individual line-items (i.e. calculations of how the costs were derived per month or year, their necessity, and overall contribution to the program's cost-effectiveness)).

All organizations, including those not offering any cost-sharing (cost share is not a requirement), should submit a detailed line-time budget, formatted to include three columns:

1. INL funding request,
2. Cost-share offered, and
3. Total project funding.

Please note: Grantees under INL-funded programs are responsible for complying with all applicable tax treaties and federal, state, and local laws on tax withholding and reporting for program participants.

Before grants are awarded, INL reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of INL and availability of funds.

The three-column proposal line item budget template is provided as an attachment in www.grants.gov.

LINE-ITEM BUDGET NARRATIVE SAMPLE provided below–

A. Personnel – Identify staffing requirements by each position title and brief description of duties. For clarity, please list the annual salary of each position, percentage of time and number of months devoted to the project. (e.g., Administrative Director: \$30,000/year x 25% x 8.5 months; calculation: $\$30,000/12 = \$2,500 \times 25\% \times 8.5 \text{ months} = \$5,312.$).

B. Fringe Benefits - State benefit costs separately from salary costs and explain how benefits are computed for each category of employee - specify type and rate. Fringe benefit application must be consistent with organization's written policy.

C. Travel - Staff and any participant travel (Note: Staff refers to grantee staff only, and not sub-grantee staff or contractors):

1) international and/or domestic airfare - Please indicate origin and destination (country/city), number of travelers and unit cost per round trip

NOTE: All travel must be booked with economy class fares only. Applicants must explain differences in fares among travelers on the same routes. Note that all travel, where applicable, must comply with the Fly America Act. For more information see

<http://www.gsa.gov/portal/content/103191>.

2) in-country travel - Please indicate origin and destination (city), type of transportation, number of travelers and unit cost per traveler per trip.

3) per diem/maintenance: includes lodging, meals and incidentals for both participant and staff travel. Rates of maximum allowances for U.S. and foreign travel are available from the following website: <http://www.policyworks.gov/>. Per diem rates may not exceed the published U.S. government allowance rates; however, institutions may use per diem rates lower than official government rates.

NOTE: Per diem rates must be prorated and/or removed if applicant will pay for refreshments and/or meals for participants during a workshop/conference.

D. Equipment – Equipment is defined as an item with a per-unit cost of \$5,000 or more and a service life of more than one year. If the item meets these criteria, all federal procurement policies and procedures must be followed. If an item does not meet these criteria, it should be considered a supply and listed under cost category E. Please provide justification for any equipment purchase/rental in the budget narrative.

E. Supplies - list items separately using unit costs (and the percentage of each unit cost being charged to the grant) for photocopying, postage, telephone/fax, printing, and office supplies (e.g., Telephone: \$50/month x 50% = \$25/month x 12 months).

F. Contractual –

a) **Subgrants** - For each subgrant, please provide a detailed line-item breakdown explaining specific services in a separate tab in the excel workbook. Subgrant budgets should include the same level of detail for personnel, fringe benefits, travel, equipment, supplies, other direct costs, and indirect costs required of the direct applicant. If indirect costs are charged on a subgrant budget, please include the subgrantee's NICRA. Please note that a subgrantee who receives \$25,000 or more is required to have a UEI number.

b) **Consultant Fees** - For example lecture fees, honoraria, travel, and per diem for outside speakers or independent evaluators: list number of people and rates per day (e.g., 2 x \$150/day x 2 days). Consultant/outside expert fees/honoraria should be consistent with the level of experience and based on a fair market value. **(NOTE: 2020 Consultant Fees and Honorarium should NOT EXCEED \$680/day per person, effective January 1, 2020. The 2020 rates will apply to all NOFOs issued on/after January 1, 2020.)**

G. Construction – Due to the nature of INL programs, construction costs are not allowable or applicable.

H.. Other Direct Costs - these will vary depending on the nature of the project. The inclusion of items in this cost category should be justified in the budget narrative. All costs must be allowable, allocable, and reasonable, and consistent with OMB guidelines. Single audit or 2 CFR 200 Subpart F audit costs can be included if they are not part of indirect costs. Only the portion of an organizational audit cost associated with this project can be included in the budget. **Line items including justifications using words such as “Miscellaneous,” “Other,” “Etc.,” “Contingency Fund,” and “Reserve Fund” are not permitted.**

I. Indirect Charges -

An organization with a NICRA should include a copy of their negotiated indirect cost-rate agreement with their application. This document will not be reviewed by the panelists, but rather used by program and grant staff if the submission is recommended for funding. As such, it does not

count against the submission page limitations. Applicants should indicate in the proposal budget how the rate is applied (e.g. to direct administrative expenses, to all direct costs, to wages and salaries only, etc.) and if any of the rate will be cost-shared.

Per 2 CFR 200.414, any non-Federal entity that has never received a negotiated indirect cost rate, except for those non-Federal entities described in Appendix VII to Part 200—States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b, may elect to charge a de minimis rate of 10% of modified total direct costs (MTDC) which may be used indefinitely. Per 2 CFR 200.68, MTDC means all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first \$25,000 of each subaward (regardless of the period of performance of the subaward). MTDC excludes equipment, capital expenditures, charges for patient care, rental costs, tuition reimbursement, scholarships and fellowships, participant support costs, and the portion of each subaward in excess of \$25,000. Other items may only be excluded when necessary to avoid a serious inequity in the distribution of indirect costs, and with the approval of the cognizant agency for indirect costs. The budget narrative should include a justification of the MTDC calculation, clearly describing which costs will be covered if using the 10% de minimis indirect rate.

As described in 2 CFR 200.403, Factors Affecting Allowability of Costs, costs must be consistently charged as either indirect or direct costs, but may not be double charged or inconsistently charged as both. The elected methodology must be used consistently for all Federal awards until such time as a non-Federal entity chooses to negotiate for a rate, which the non-Federal entity may apply to do at any time.

Organizations not applying the de minimis rate of up to 10% of MTDC but claiming indirect costs should have established NICRAs.

If the budget includes subawards, the recipient organization has the responsibility to honor an existing NICRA, negotiate an indirect rate, offer the 10% de minimis, or allow costs to be directly charged to the sub-award budget for each sub-award, per 2 CFR 200.331.iii.4. If an organization has an established NICRA the agreement should be submitted with the proposal package.

J. Cost Share/Cost-Effectiveness -

Cost-sharing is the portion of program costs not borne by the Federal Government. While not a competitive element, INL encourages (but does not require) cost sharing, which may take the form of allowable direct or indirect costs offered by the applicant and/or in-country partners. Applicants should consider all types of cost sharing, including in-kind and public-private partnerships. Examples include the use of office space owned by other entities; donated or borrowed supplies and equipment; (non-federal) sponsored travel costs; waived indirect costs; and project activities, translations, or consultations conducted by qualified volunteers. The values of offered cost-share should be reported in accordance with (the applicable cost principles outlined in) 2 CFR 200.306. Other United States federal funding does not constitute cost sharing.

Explanations of contributions should be included, whether cash or in-kind. Assign a monetary value in U.S. dollars to each in-kind contribution. If the proposed project is a component of a larger program, identify other funding sources and the specific funding amount to be provided by those sources. In addition, it is recommended that the budget narrative address the overall cost-effectiveness of the proposal, including leveraging of institutional or other resources.

Please note: INL programs do not require cost share, but if it is included the recipient must maintain written records to support all allowable costs that are claimed as its contribution to cost share, as

well as costs to be paid by the Federal government. Such records are subject to audit. In the event the recipient does not meet the minimum amount of cost sharing as stipulated in the recipient's budget, INL's contribution may be reduced in proportion to the recipient's contribution. For information on Shared Cost Allocations, please reference 2 CFR 200.405 https://www.ecfr.gov/cgi-bin/retrieveECFR?gp=&SID=c8ac158b49a23a38aa04b1ba0bb242ee&mc=true&n=pt2.1.200&r=PART&ty=HTML#se2.1.200_1405.

BUDGET CONDITIONS AND RESTRICTIONS:

The recipient is reminded that funds provided under this agreement must be used in a manner fully consistent with U.S. law. The recipient agrees that none of the funds provided by this award shall be used to lobby for or against abortion. The recipient agrees that none of the funds provided by this award shall be used to pay for the performance of abortion as a method of family planning or to motivate or coerce any person to practice abortions.

Per 2 CFR 200.307 ((e) (1), (2) and (3) of this section please note the following guidance concerning use of Program Income:

- Program income earned during the project period shall be retained by the recipient and, in accordance with the terms and conditions of the award, shall be used in one or more of the ways listed in the following:
 - 1) Added to funds committed to the project by the DOS and recipient and used to further eligible project or program objectives.
 - 2) Used to finance the non-Federal share of the project or program.
 - 3) Deducted from the total project or program allowable cost in determining the net allowable costs on which the Federal share of costs is based.

INL will consider budgeted line items for the following:

- External evaluations to assess the project's impact (costs must be built into the overall original budget proposal and must be reasonable);
- Costs associated with an internal evaluation conducted by the grantee (costs must be built into the overall original budget proposal and must be reasonable);
- Visa fees, immunizations, and medical insurance associated with program travel;
- A-133 Audit or internal audit for the INL program (or prorated costs that is shared among other Federal Assistance grants/contracts)
- English translation (cost must be built into the original budget proposal and must be reasonable)

The following cost elements **will not be reimbursed** and **are not allowable** in this program:

- Publication of materials for distribution within the United States that are not related to the project/program;
- Administration of a project that will make a profit;
- Expenses incurred before or after the specified dates of award period of performance (unless prior written approval is received by the INL Grants Officer);
- Projects designed to advocate policy views or positions of foreign governments or views of a particular political faction;
- Entertainment and/or alcoholic beverages;

- Costs of entertainment, including amusement, diversion, and social activities and any associated costs are unallowable, except where specific costs that might otherwise be considered entertainment have a programmatic purpose and are authorized either in the approved budget for the Federal award or with prior written approval of the Federal awarding agency;
- Land;
- Construction;
- Direct support or the appearance of direct support for individual or single-party electoral campaigns;
- Duplication of services immediately available through municipal, provincial, or national government;
- Expenses listed as “miscellaneous”, “other”, “etc.”, or “contingencies”;
- Expenses made prior to the approval of a proposal or unreasonable expenditures will not be reimbursed.

INL may make conditions and recommendations on proposals to enhance proposed programs. Conditions and recommendations are to be addressed by the applicant before approval of the award. To ensure effective use of INL funds, conditions or recommendations may include requests to increase, decrease, clarify and/or justify budget costs.

TAB D: GUIDELINES FOR STANDARD FORMS

Organizations must fill out, sign, and submit SF-424, SF-424A, and SF-424B forms as directed on www.grants.gov. **Please note that all communications regarding the application will be directed to the points of contact identified on the SF-424 forms.**

I. SF-424 Application for Federal Assistance: Please refer to the following guidelines as you fill out the SF-424 form.

1. **Type of Submission:** Application
2. **Type of Application:** New
3. **Date Received:** Leave blank. This will automatically be assigned.
4. **Applicant Identifier:** Leave blank
5. **Federal Identifiers**
 - a. **Federal Entity Identifier:** Leave blank
 - b. **Federal Award Identifier:** Leave blank
6. **Date Received by State:** Leave blank. This will automatically be assigned
7. **State Application Identifier:** Leave blank. This will automatically be assigned
8. **Applicant Information:**
 - a. **Legal Name:** Enter the legal name of the applicant organization. Do NOT list abbreviations or acronyms unless they are part of the organization's legal name.
 - b. **Employer/Taxpayer ID Number (EIN/TIN):** Non-U.S. organizations enter 44-4444444 (no dash).
 - c. **Organizational DUNS:** Enter the organization's UEI (Unique Entity Identifier) number. If a UEI/DUNS number is not required at time of submission, please enter 4444-44444 (without the dash).
 - d. **Address:** Enter the address of the applicant.
 - e. **Organizational Unit:** Enter the name of the primary organizational unit (and department or division, if applicable) that will undertake the assistance activity, if applicable.
 - f. **Point of Contact:** Enter the name, title, and all contact information of the person to be contacted on matters involving this application.
9. **Type of Applicant:** Select an applicant type (type of organization).
10. **Name of Federal Agency:** Enter "Department of State"
11. **Catalog of Federal Domestic Assistance Number:** The CFDA number is normally 19.703 or 19.704 or 19.705. However, please see the NOFO to confirm.
12. **Funding Opportunity Number:** Enter the Funding Opportunity Number and title. This number will be automatically completed on electronic applications. Otherwise, it can be found in the NOFO.
13. **Competition Identification Number:** Enter the Competition Identification Number and title. This number will be automatically completed on electronic applications.
14. **Areas Affected by Project:** List the country or countries where program activities will take place in alphabetical order; for programs that will take place in more than one region enter "Global."
15. **Descriptive Title of Applicant's Project:** Enter the title of your proposed program (if necessary, delete pre-printed wording).
16. **Congressional Districts of:**

- a. **Applicant:** If based in the U.S. please enter congressional district; if unknown or a foreign applicant, please enter “90.”
 - b. **Program/Project:** For congressional district of program, please enter “90.”
17. **Proposed Project:**
- a. **Start Date:** Please refer to the NOFO for the estimated start date.
 - b. **End Date:** Enter your projected end date.
18. **Estimated Funding (\$):**
- a. **Federal:** Enter the amount requested for the program described in the proposal.
 - b. **Applicant:** Enter any proposed cost-share. If none, enter “0.”
 - c. **State:** Enter “0.”
 - d. **Local:** Enter “0.”
 - e. **Other:** Enter “0.”
 - f. **Program Income:** Enter “0.”
 - g. **TOTAL:** This field will auto-populate based on the numbers in fields a-f.
19. **E.O. 12372:** Enter “c. Program is not covered by E.O. 12372.”
20. **Applicant Delinquent on Any Federal Debt?** Select the appropriate box. If you answer “yes” to this question you will be required to provide an explanation.
21. **Certification and Signature of Authorized Representative:** Enter the name, title, and all contact information of the individual authorized to sign for the application on behalf of the applicant organization.

II. SF-424A Budget Information – Non-Construction Programs: Please review the detailed instructions below *before* completing this form online.

Please note: the person who signs the SF-424A must have legal authority to do so on behalf of the organization.

Section A – Budget Summary

Row 1:

- a. This should be auto-populated as “INL Grants” However, if it does not, please write “INL .”
- b. This should auto-populate. If not, please see the NOFO for the CFDA number.
- c. Leave blank.
- d. Leave blank.
- e. Enter the amount of federal funds requested for this project
- f. Enter the amount of any other non-federal funds that will contribute to this project.
- g. Enter the total cost of this project

Rows 2, 3, and 4 should be left blank.

Section B – Budget Categories

Enter total project costs in each category in Column 1. Columns 2, 3, and 4 should be left blank. In Column 5, the form should automatically calculate the sum.

- 6a-h. Enter the amount for each object class category (include cost share).
- 6i. Enter the sum of 6a-6h
- 6j. Enter any indirect charges

6k. Enter the sum of 6i and 6j

1. Enter any program income that will be earned as a result of the project. If there is none, leave this section blank.

Section C – Non-Federal Resources

Only complete this section if your project includes applicant cost share or funds from other sources (Cost share is not required)

8a. Under Grant Program enter “INL ”

8b. Enter your cost share amount

8c. Enter the amount of any other funding sources for this project

8d. Leave blank

8e. Enter the total amount for all non-federal resources (the form should automatically show this sum)

Rows 9, 10, and 11 should be left blank. Row 12 should automatically calculate the totals.

Section D – Forecasted Cash Needs

13. In the first column enter the amount of federal funds you are requesting for this project. This amount should equal the amount in Section A 1e.

14. In the first column enter the amount of any other funds you will receive towards this project. This amount should equal the amount in Section A 1f.

15. In the first column enter the sum of 13 and 14 (the form should automatically show this sum). This amount should equal the amount in Section A 1g.

Section E – Budget Estimates of Federal Funds Needed for Balance of the Project

Rows 16, 17, 18, 19, and 20 should be left blank.

Section F – Other Budget Information

21. Direct Charges – Leave Blank

22. Indirect Charges – If Indirect Charges are shown in Section B 6, enter the type of Indirect Rate used (Provisional, Predetermined, Final, or Fixed)

23. Enter any comments

III. SF-424B Assurances – Non Construction Programs: Please complete the highlighted fields and ensure the document is signed by an Authorized Official. The Authorized Official is generally the grant signatory at the organization or business.

IV. SF-LLL Disclosure of Lobbying Activities (only if applicable): The filing of an SF-LLL form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any Federal agency, a Member of Congress, an officer or employee of Congress

[END OF SECTION IV]

SECTION V – APPLICATION REVIEW INFORMATION

The technical applications and proposal submissions will be evaluated in accordance with the Technical Evaluation Criteria set forth below. Technical evaluation of applications will be based on the extent and appropriateness of proposed approaches and feasibility of achieving the strategic

objectives, in accordance with the following criteria.

If award is not made on the initial applications, INL may request clarification and supplemental materials from applicants whose applications have a reasonable chance of being selected for award. The entry into discussion is to be viewed as part of the evaluation process and shall not be deemed by INL or the applicants as indicative of a decision or commitment upon the part of INL to make an award to the applicants with whom discussions are being held.

I. TECHNICAL EVALUATION CRITERIA

A technical evaluation committee, using the criteria shown in this Section, will evaluate the technical applications. The various functional elements of the technical criteria are assigned weighted scores, so that the applicants will know which areas require emphasis in the preparation of applications.

Where technical applications are considered essentially equal, cost may be the determining factor. Applicants should note that these criteria serve as the standard against which all applications will be evaluated and serve to identify the significant matters which applicants should address in their applications.

The relative importance of each criterion is indicated by the number of points assigned. A total of 100 points is possible.

Quality of Program Idea (Total Possible Points - 20):

- Responsive to the solicitation (4)
- Appropriate in the country/regional context (4)
- Exhibits originality, substance, and precision (5)
- Prioritizes innovation but is feasible (4)
- In countries where similar activities are already taking place, provides an explanation as to how new activities will not duplicate or merely add to existing activities (3)

Program Planning/Ability to Achieve Objectives (Total Possible Points – 25):

- Includes a clear articulation of how the proposed program activities contribute to the overall program objectives (3)
- Each activity is clearly developed and detailed (4)
- Provides a comprehensive quarterly work plan for project activities that demonstrates substantive undertakings within the logistical capacity of the organization (4)
- Objectives are clear, specific, attainable, measurable results-focused and placed in a reasonable time frame (4)
- Addresses how the program will engage or obtain support from relevant stakeholders and identifies local partners where appropriate (2)
- Describes the division of labor among the direct applicant, any partners and any potential subgrantees (2)
- Proposal clearly articulates understanding of the security situation/operating environment and plans for ensuring safety of participants (2)
- Includes contingency plans for potential difficulties in executing the original work plan (4)

Cost Effectiveness/Cost Sharing (Total Possible Points - 15):

- The overhead and administration of the proposal, including salaries and honoraria, are explained and justified for the work involved (5)
- All budget items are necessary, appropriate and linked to program objectives (5)
- Personnel costs are reasonable for the work involved (5)

Program Monitoring and Evaluation (Total Possible Points - 15):

The Monitoring and Evaluation (M&E) Plan includes:

- Narrative explaining how monitoring and evaluation will be carried out and who will be responsible for monitoring and evaluation activities (5)
- Table listing by program objectives the output- and outcome-based performance indicators with baselines and (yearly and cumulative) targets; data collection tools; data sources; types of data disaggregation, if applicable; and frequency of monitoring and evaluation (7)
- Includes an external midterm and/or final evaluation or justification for why one is not included (3)

Multiplier Effect/Sustainability of Impact Rating (Total Possible Points - 10):

- Clearly delineates how elements of the program will have a multiplier effect (5)
- Clearly delineates how impact will be sustainable beyond the life of the grant (5)

Institution's Record and Capacity Rating (Total Possible Points - 15):

- The proposal demonstrates an institutional record of successful programs in the proposed country and the content area (4)
- Personnel and institutional resources are adequate and appropriate to achieve the project's objectives (5)
- Roles, responsibilities, and brief bios/resumes are included for primary staff, and demonstrate relevant professional experience (3)
- Applicant is a current/past Department of State grantee where performance: (3)
was/is on target showed/shows responsible fiscal management
OR
- The proposal is from a NEW APPLICANT and proposal demonstrates capacity for responsible fiscal management illustrates success in similar sized projects (3)

COST EVALUATION

Cost will be evaluated for realism, reasonableness, allowability, allocability, and cost effectiveness. The pre-award evaluation of cost effectiveness will include an examination of the application's budget detail to ensure it is a realistic financial expression of the proposed project and does not contain estimated costs that may be unallocable, unreasonable, or unallowable. Applications that have more efficient operational systems that reduce operation costs will be favorably considered.

Applications that maximize direct activity costs including cost sharing and that minimize administrative costs are encouraged. Other considerations are the completeness of the application, adequacy of budget detail and consistency with elements of the technical application. In addition, the organization must demonstrate adequate financial management capability, to be measured by a responsibility determination.

[END OF SECTION V]

SECTION VI – FEDERAL AWARD ADMINISTRATION INFORMATION

Federal Award Notices: The successful applicant(s) will be notified via email that its proposal has been selected to move forward in the review process; this email IS NOT an authorization to begin performance. *The Grants Officer is the Government Official delegated the authority by the U.S. Department of State Procurement Executive to write, award, and administer grants and cooperative agreements.* The assistance award agreement is the authorizing document and it will be provided to the recipient through email transmission. The recipient may only incur obligations against the award beginning on the start date outlined in the DS-1909 award document that has been signed by the INL Grants Officer. Organizations whose applications will not be funded will also be notified via email by INL. Please refer to the anticipated time to award information in Section II.

Substantial Involvement : INL shall be substantially involved during the implementation of the award agreement in the following ways:

- 1) Approval of the recipient’s annual work plans, including: planned activities for the following year, travel plans, planned expenditures, event planning, and changes to any activity to be carried out under the Cooperative Agreement;
- 2) Approval of specified key personnel;
- 3) Approval of sub-award recipients (if any), and concurrence on the substantive provisions of the sub-awards; and coordination with other cooperating agencies; and
- 4) Approval of Monitoring and Evaluation Plan
- 5) Other country specific or program specific approvals will be included in the award documents

Terms and Conditions: Recipients will be held to the applicable terms and conditions found at <https://www.state.gov/documents/organization/271865.pdf>. It is the recipient’s responsibility to ensure they are in compliance with all applicable terms, conditions, and OMB guidance and requirements. Those organizations found to be in non-compliance may be found ineligible for future funding or designated high risk by the Grants Official for an award under this announcement.

2 CFR 200 Uniform Administrative Requirements, Costs Principles, and Audit Requirements for Federal Awards: All applicants must adhere to the regulations found in [2 CFR 200 Uniform Administrative Requirements, Costs Principles, and Audit Requirements for Federal Awards](#).

Branding Requirements: As a condition of receipt of a grant award, all materials produced pursuant to the award, including training materials, materials for recipients or materials to communicate or promote with foreign audiences a program, event, project, or some other activity under an agreement, including but not limited to invitations to events, press materials, and backdrops, podium signs, etc. must be marked appropriately with the standard, rectangular U.S. flag in a size and prominence equal to (or greater than) any other logo or identity. **Note:** Exceptions to the branding requirement are allowable under certain conditions. If an applicant is notified that their award has been chosen for funding, the Grants Officer will determine, in consultation with the applicant, if an exception is applicable.

Reporting Requirements:

1. Recipients are required to submit quarterly program progress and financial reports throughout the project period. Progress (SF-PPR and narrative) and financial reports (SF 424 and a detailed financial expenditure report) are due 30 days after the reporting period. Final certified programmatic and financial reports are due 90 days after the close of the project period.

- First Quarter (October 1 – December 31): Report due by January 30
- Second Quarter (January 1 – March 31): Report due by April 30
- Third Quarter (April 1 – June 30): Report due by July 30
- Fourth Quarter (July 1 – September 30): Report due by October 30

All reports are to be submitted electronically via email to the Grants Officer and Grants Officer Representative noted in the award agreement.

2. Awardees that are deemed to be high risk may be required to submit more extensive and frequent reports until their high risk designation has been removed by the Grants Officer.
3. The awardee must provide to INL an inventory of all the U.S. government provided equipment purchased with grant funds using the SF-428 forms on an annual basis.

[END OF SECTION VI]

SECTION VII – AGENCY CONTACTS

Any prospective applicant desiring an explanation or interpretation of this NOFO must request it in writing by the deadline for questions specified in the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Any information given to a prospective applicant concerning this NOFO will be furnished promptly to all other prospective applicants as an amendment of this NOFO, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

Any questions or comments concerning this NOFO must be submitted in writing by email to Gayotte Bonbon (bonbongs@state.gov) and Esther Wu (Wuye@state.gov) by the deadline for questions indicated at the top of this NOFO's cover letter.

[END OF SECTION VII]